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Lessons learned by opening and operating an independent restaurant: A Case study

Robert Geiger

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Department of Hospitality and Service Management
Graduate Studies

M.S. Service Management
Presentation of Thesis/Project Findings

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Lessons Learned by Opening and Operating an Independent Restaurant:
A Case Study

By
Robert Thomas Geiger

A thesis submitted to the
Faculty of the School of Hospitality and Service Management
at
Rochester Institute of Technology
In partial fulfillment of the requirements
For the degree of Master of Science

Acknowledgement

This research project is dedicated to all those who have helped influence my life over the last few years. I would especially like to thank Dr. Jim Jacobs, Rochester Institute of Technology, and Chef Paul Sorgule, Paul Smith's College, for providing me the opportunity to learn, grow and expand my education. Without them, I would not have been able to teach other individuals or realize the gaps that are present in start-up businesses compared to successful organizations. Thanks to my wife, Christie, who has believed in me from the start, and who has helped me obtain my goal. Thank you, Team Kommein for being a great network of friends that I will have the rest of my life and career.

Abstract:

This case study looks at what it takes to create a start-up business in the restaurant industry; with the intention to find out what pitfalls and potential mistakes an individual should be aware of in order to have a successful operation. The details are based on the researchers' education, industry experience, and other people's research and knowledge that are found throughout the restaurant industry. This case study will help others understand what to expect when opening a new restaurant, and possibly some challenges that could be avoided when creating their own restaurant. There are lessons to be learned from this study, and recommendations will be given so that others will not make the same mistakes as The Glass Onion.

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Chapter 1

Introduction

“Full service restaurants make up one of the largest segments of the overall food business. Is there room for you in this exciting field? If you are willing to work hard, work smart, and avoid the common mistakes made by others in the field, the answer is yes” (Mischitelli, 2000, pg xiii). With this in mind, creating a start-up restaurant depends on a lot of external forces, such as demographics (income, occupation, family size, education, race and social class), psychographics (activities, interests, and opinions), geographical location and purchasing behavior or rate of use that could affect a start-up business.

In Canton, NY there is an independent restaurant called The Glass Onion, in which this case study is based. The case study could be a learning tool for anyone who would like to get involved in a restaurant concept, allowing your dream to come true by avoiding the mistakes that The Glass Onion had faced in the past and what the restaurant is facing today. Some pitfalls and challenges that the restaurant has seen will be discussed showing evidence for change from industry leaders. “Over 80 percent of new restaurants are insolvent within five years” (Mischitelli, 2000, pg xiii). Hopefully, with choosing the right people for your management team, the major pitfalls can be avoided allowing the start-up business to become a success and not a statistic.

If one looks at all the chain restaurants that are successful, these properties are based on systems that are proven to work and hiring the right employees to operate them. “If principles are adhered to, an organized, profitable establishment should be the

result. If there is not a defined set of fundamental principles, chaos will rule and the establishment will fail. It is up to you to make sure your enterprise falls into the first category, and not the second" (Mischitelli, 2000, pg xv).

Purpose

The overall purpose is to explain the challenges that The Glass Onion has experienced and what the restaurant will have to confront in the future. The story of The Glass Onion will define the components that are needed to create an independent restaurant. These components will show how the restaurant lost focus of its vision and what the end results were from not having a successful business plan. The Glass Onion restaurant located in the "North Country"; also know as Canton, New York has faced challenges that other restaurateurs may avoid when creating their own start-up business.

Methods

By creating this case study, The Glass Onion will be studied at in great detail showing the challenges that exist in operating a successful business. The challenges include having a well thought out business plan, the proper amount of capital that is needed for a large venture and hiring the correct employees for your management team. "Your talent may be for cooking, or managing, or creating an atmosphere. Your interests may lie in opening a café, coffee shop, family restaurant, bistro, or an intimate gourmet restaurant. But the key is to match your interest with your talents, to seek another match with the public's needs and wishes, and then to make it happen" (Lawrence, 1992, pg 15). This study will show the demographics of The Glass Onion. For example, it is located in northern New York, or the "North Country" which is rural.

Second, the average income per person is \$24,000 a year. The career base in Canton consists of people in criminal justice, educational environments, agriculture and local business. Also, in the study is how much time, commitment and money that went into restoring the restaurant and how The Glass Onion has progressed through the first ten months. In the lessons learned section, the results from the mistakes that were made by The Glass Onion will be noticeable; and the recommendation section will show some opportunities on how to avoid the challenges that The Glass Onion is focusing on today.

Outcomes

The significance for this case is to show the imperfections of hiring the wrong employees for your management team, and the risks that an organization may be confronted with when opening a start-up business. Restaurant success is based on the knowledge of your staff. With this in mind, proper training of the staff is one of the keys to success. Another part of success is creating an environment; a specific concept that is unique to the area, and creating a menu that the local economy can afford. Creating the menu is very important because it leads back to your food and beverage costs, and the amount of labor that is needed to operate the restaurant. The goal of the case study is to create awareness of the mistakes that The Glass Onion and preventing them from reoccurring.

History/Background

Restaurants and inns have been around for hundreds of years. People go to restaurants to enjoy a cocktail or beverage, eat dinner and enjoy the social atmosphere. The restaurant industry continues to change, from the first hamburger joint you went to as a child, or to a total dining experience at The Tavern on the Green in New York City.

The industry started out as independent restaurants, and a few restaurant chains but now there has been a tremendous amount of growth in chain and independent restaurants. There are many different restaurant concepts that one can attempt to imagine; such as independent (The Glass Onion), franchise (Pizza Hut), buffet style (Sizzler), quick-serve (McDonald's), and home meal replacement concepts to name a few. Home meal replacement concepts consist of meals that are prepared ahead of time for the customer and brought home to consume, such as Boston Market restaurants. A start-up restaurant business owner can open a franchise and the franchisee, business owner, pays royalties to the corporate office. The franchise will construct the building inside and out, set up the control and computer systems that are proven to work, and help with hiring and training the new employees. The franchisee will receive national advertising and the support staff needed to operate successfully. An individual can also operate a quick serve property such as McDonald's, Burger King or Domino's Pizza. The quick-serve sector is still growing but "the burger chains did not grow as fast as the pizza and chicken chains over the last five years, but are still about double the size of pizza chains, the second largest group, in dollar volume and still make up almost half of dollar volume of the total U.S. fast food market which has revenues of almost \$100 billion" (http://www.restaurantreport.com/feature_trends.html, 2001). So, it depends on how much money you want to tie up in the initial investment, the size of operation, how much competition is in the area, the need for the operation you would like to open and how you will go about creating a successful organization to begin work on a successful business plan.

Chapter 2

Literature Review

Several books have helped me undertake this project, and were used during my experience prior to taking this position of general manager/executive chef at The Glass Onion.

The book Blur (Davis, 1998) provided an understanding of speed, connectivity and intangibles. These concepts helped us access what the customer needs or is looking for and how to implement some of these ideas at The Glass Onion.

Connectivity is having everything connected together such as products, people, companies, countries and everything else. Speed is in every aspect of today's business and the organization operates in real time. Real time is the concept of right here, right now. You no longer have to wait for something to get done. With a product or service they are both tangible and intangible values, but now there is a stronger focus on the intangibles.

The Glass Onion needs to have their vendors operate in real time, allowing the managers to place orders anytime of the day, creating better time management. By the use of speed and connectivity in the restaurant industry, management can create partnerships with other businesses allowing them to save money on the products they purchase from the vendors creating a larger purchasing power resulting in savings for everyone. Best Practices in Customer Service (Zemke and Woods, 1999) provided me the fundamentals of wowing the guest, exceeding expectations, and how to learn from leading edge advocates of customer service, such as the Ritz Carlton hotel chain or Federal Express. The book also demonstrated the way systems are put into place and

how to use these ideals that are used throughout customer service. An individual must tailor these concepts and incorporate them into their organization. This book gives examples of tools for improving how a person can deliver service to the customer. For example, "Ten Mistakes employees make with customers and how to prevent them" (Zemke and Woods, 1999) describes ten areas in which the service provider can fail in the service element when delivering to the customer.

Let's start by looking at four examples, for instance, taking the customer for granted. Your employees should give the customer some flexibility when asking how they are doing. Let the customer tell you how he or she feels, don't be curt or use a tone of voice that could offend the customer.

Next, the restaurant should be proactive when a situation arises. Take care of the situation at that point; do not put it off because if it should happen again, the customer will know if the problem has not been addressed and this could be detrimental to your business. If the customer leaves unhappy, they may not return again and that guest could tell ten other people of the problem they had experienced at the restaurant.

Another is, listening to your customer doesn't mean they're right, but it gives the customer the satisfaction that someone is paying attention to their concerns. You should do this with your employees too; give them the recognition when it is due and make them feel important and involved in the business.

Lastly, the employees are the individuals who make you money. Best Practices in Customer Service is useful for finding the basic fundamentals and ideas of the service industry if you're not familiar with them. Understanding these principles will

enable you to respond to what the customer wants and how to go about implementing these suggestions into your organization if they fit.

If you would like to see how customer service and purchasing have changed in the past few years, these two books, Service: Managing the Guest Experience (Smith, 1998) and Restaurant Purchasing (Kelly, 1988) available through The Nation's Restaurant News, are very good starting tools for individuals who want to learn about some of the basic aspects of the restaurant industry. The books start out discussing the restaurant industry from the late 1970's through the late 1980's. These books enable a person to see what should be purchased such as food, beverage, and supporting items like equipment, linens, and decor that will enhance the overall value of the business. When purchasing beverages such as liquor, beer or wine the researcher recommends looking at a book that specializes in each category. With the specialization of each type of beverage, the books will discuss the type of glassware needed and what types of beverages you would need for the size of your restaurant.

When devising a wine list, (see appendix D, page 67) information was utilized from previous classes at Paul Smith's College. The culinary arts department teaches a course using the book "Windows of the World, Complete Wine Course" (Kevin Zraly, 1998). Barbara Friend, wine educator at Paul Smith's College was a direct influence on creating a superior wine list for The Glass Onion.

Understanding the key process of what type of grape or wine goes well with each dish needs to be conveyed to the servers and to the customers. There are five basic categories of wine. They are white, red, sparkling, dessert and aperitifs. Within each one of the categories, it is broken down into many varieties of styles. They vary from

dry to sweet, or they could go from dry to full-bodied. Aperitifs are drinks that are usually consumed before the meal, and they include sherry, vermouth, and other sweetened wines. Customers in the “North Country” have very limited choices when going out to dinner. The types of restaurants in the “North Country” are very similar; they do not have a lot of variety in their food, choices of wine or warm and inviting atmospheres. The Glass Onion has tried to provide an alternate choice to the people of this rural area.

If entering the realms of opening a new establishment as a general manager and you have people who want to invest in the property, make sure you have a support group of people who you may hire. The Complete Restaurateur (Lawrence, 1992), tells the reader that opening a restaurant isn't a glamour, high road to easy street. The author explains that it takes a lot of things to go into such a large project, and some people aren't meant to be owners.

Being involved in a restaurant isn't for the spotlight in the public's eye, but it takes a lot of hard work and passion when it first opens. Charlie Trotter is a man who started out at the bottom in the food service industry, and now he is a talented chef with his own restaurant in Chicago, and the head of operations for his other businesses that are in the restaurant field. He has a very successful empire, which he has grown over the years and now with his book “Lessons in Excellence” (Clarke, 2000), Trotter has established himself as a visionary of the restaurant industry. He has created self-work teams within his kitchen, and everyone is responsible for some part of the big picture. This man is a fine example of living many scenarios in this industry. For instance, Trotter talks about firing the customer. “Over the years we have done a number of

things to fire customers, and I'm not hesitant at all," admits Trotter. "It's not that I don't appreciate our customers, but sometimes it's better for me to take care of those who really understand this type of dining and not to worry about trying to satisfy everybody. We have deliberately, definitively cut off more and more segments of our customer base" (Clarke, 2000, pg 196). This scenario shows his way of thinking and how he could fire the customer or narrow his customer base. Charlie Trotter can give the reader many perspectives that we may not see at all in our restaurant, but with people facing these situations it enables the reader or owners of a restaurant the fundamentals of being successful.

The last book that was used in this case study, Your New Restaurant (Mischtelli, 2000) goes into depth about finances, purchasing, inventory management, menus and internal systems which need to be present in order to have a successful restaurant. Mischtelli talks about what is necessary to open a restaurant, and what types of people you need to hire when creating a start-up business. By surrounding yourself with people who have multiple skill levels is better for your business and the future of the organization.

For example, the chef that you hired is not too strong in menu planning and design, but your manager is very proficient in this area. This relieves stress of the team and provides a diversity of talent that can be an asset to the success of your organization.

Chapter 3

The Story of The Glass Onion

Before getting into the story of the Glass Onion, a historical profile on the restaurant will be discussed. The Glass Onion is a piece of history in Canton, NY that is located in St. Lawrence County. Built in the late nineteenth century, The Glass Onion was once home to a physician from Vermont. After the doctor sold the house, it was turned into a premier men's club that had members until the early 1990's. The Victorian house has been painstakingly restored for the last five years to its past glory. The Glass Onion is now a 200 plus seat restaurant that features a menu that hosts creative appetizers, entrée's and desserts that will also encompass vegetarian selections. The Glass Onion is a unique restaurant, due to the fact that most foods are prepared in-house and with the freshest ingredients available from suppliers and local farmers.

One major feature of the restaurant is the 11-seat bar made of cherry wood and copper that offers domestic, imported, and micro brewed beers along with an extensive liquor assortment and wine list. Another feature of the lounge is a vast array of Green Mountain Coffee products along with espresso, cappuccino, and specialty coffee beverages. Canton is the home to St. Lawrence University and State University of New York at Canton, with the State University of New York at Potsdam and Clarkson University located within 10 miles. St. Lawrence is the largest county in New York, but has the lowest population. The area is full of beautiful parks, streams, rivers, and lakes. The area is predominantly an agricultural rich area, with other rural businesses and the four colleges that make up a large portion of the area's transient population.

The purpose of this case study is to show the reasons why the restaurant is experiencing the many challenges of success. This start-up business was opened with a vision, but didn't change as the variables changed. The original vision of the property was to be a coffee house, similar to Starbuck's. In order to have an operation which matches the amount of capital that was used to open the property there needs to be a business plan, vision, mission statement, and a set of goals that everyone has created and commits to in order for it to be a successful operation. This case study can give information to local college graduates or employees who would like to own their own restaurant operation, the fundamentals that you should be aware of before jumping into a project that has a high risk factor and a large failure rate during the first year of operation. "Three more points cry out for repeating here, too; they are the major pitfalls in the restaurant business, as determined by the Small Business Administration. The SBA says that most restaurants fail because of undercapitalization, lack of management skills, and disagreements among partners. By considering the potential for these problems up front, I hope the reader will be armed with at least a preliminary understanding of what it takes to open a successful restaurant" (Lawrence, 1992, pg 218). The commitment or the desire to learn and grow throughout your career will solely depend on your principles and beliefs of the organization, staff, customers, and the people in your management team.

The Glass Onion, an independent restaurant in Canton, New York opened in December 2000, five months behind schedule because of construction delays. Before graduating from Paul Smith's College, the researcher had spoken with the owners back in April 2000 at the college's spring job fair. The two owners had just closed on the

property, in which they had a business plan and a building contractor for the major renovations they had planned. For the past two years it had been a residence of a couple that started a restaurant but failed two years later. They decided they wanted to sell the property, which allowed the present owners to buy this property and turn it into their ultimate dream, and restore it back to its past glory. Their initial business plan was to create a coffee house in Canton that would serve the local downtown traffic and St. Lawrence University students. The restaurant would serve wraps, sandwiches, soups and coffee products from 7am to 9pm. This was part of the business plan that St. Lawrence University's Canton Initiative fund needed in order to start the paperwork for the low-income loan that is given to start-up businesses that want to restore the downtown area back into an economically viable town. They had received the money for the mortgage on the house of \$250,000 and had found a chef with a two-year culinary arts/hospitality management degree from Johnson and Wales University. After finding out the owner's job experiences, it would be a good career opportunity for the researcher, since their coffee house in Potsdam, NY was established for a few years and was doing well. This job opportunity would help the owners in opening their start-up business, since they had never opened a large-scale restaurant operation. The owners had found a group of local investors, to back this newly formed LLC. The LLC is a limited liability corporation, known as The Court Street Inn and the dba, doing business as, name is The Glass Onion. The owners have a group of twelve investors who paid in increments of \$5,000 or \$10,000 dollars. Their percentage rate is four percent over a five-year period, while The Glass Onion pays the interest six months from the signing of these investments, that the restaurant started paying back in

January 2001. Before taking the position the researcher had spoken to some professional chefs who had been involved in their own restaurant ventures. They told me it was high risk, due to the demographics, the lack of experience the owners had in a large restaurant operation, and all the hard work and time that it takes to have the restaurant ready for opening day.

Upon speaking with these chefs and finding out more about Canton, and what the owners had been doing to restore the restaurant back to its past glory, the initial offer was turned down. The restaurant was supposed to be opened by late August. When I called the owners back in September 2000, they still weren't open and they still needed a manager to help create and open the restaurant. The significant other in my life had a job offer teaching speech therapy, so I went to meet with the owners, their family, and some of the investors of the restaurant. After meeting the owners, they expressed concern that their first business plan wasn't meeting the cost of remodeling the building since it was over budget, forcing them to re-think a new type of business plan. They had created a vision for the restaurant that would encompass a coffee house, bar, bistro menu, dinner menu and lunch menu. They also decided to do weddings, receptions, meetings, and have music on weekends. The owners created a beautiful restaurant, based off a business plan of a coffee house. This was the first problem, going from a small coffee house operation to a large full service property. The owners decided to create an upscale restaurant that would cater to a more sophisticated clientele, especially St. Lawrence University professionals and students. "Perhaps you plan to open a gourmet restaurant, because you haven't been able to find a really good place to eat within a fifty mile radius. That would seem to address a need

--- but you should also look at possible reasons why there are no high quality restaurants around. Can the local economy support your dream restaurant? (Lawrence, 1992, pg 67)" This was the start of the problems for The Glass Onion.

The new chef and owners created a kitchen by gutting the area, removing a chimney, re-designing the kitchen flow, adding on a walk-in cooler/freezer and buying all new equipment for the kitchen. They sold their old equipment, and just bought what the chef told them too. They also went to Canada to purchase all their china, glassware, silver and some equipment, which was imported from France, Italy, China, England and Japan. The chef knew a company in Canada, and told the owners it would be a lot cheaper to purchase because of the exchange rate. The chef was correct, but what they didn't take into consideration was the fact they didn't realize the buyer has to pay import tax when coming across the Canadian border. This had cost the business a minor set back with the operating capital budget. The restaurant had a lease for \$18,000 dollars, but with the GST and PST taxes in Canada, the total bill for the purchases were over \$23,000 dollars. This forced the restaurant to take out an additional \$5,000 dollars from the checking account, causing problems.

When I arrived in the beginning of October, they still were in construction phase, and were on a time crunch, because they had booked some parties earlier on in the year, and weren't open yet. The restaurant was already three months behind schedule, they had purchased all the equipment for the restaurant, and there were no procedures, controls or menus created at this time or any employees hired.

When applying for an alcohol license, you must meet special laws that restaurants must meet according to the Bureau of Alcohol and Firearms Division. You

must have a clean driver's license and no criminal record. There is a new law in New York State, which states that if you're within 200 feet of a church, you may not obtain a liquor license, but have the option for a beer and wine permit. The problem was that the establishment had a prior license, but expired in May. When the Court Street Inn, LLC, dba The Glass Onion, applied for a new liquor license, they were in violation of being within 200 feet of a church. The Glass Onion should have been grandfathered, meaning that if the restaurant had a previous license before the law was passed, the restaurant's license could be granted based on the previous licenses that were held. There was a lot of animosity by other restaurateurs in the community, they had written letters to the liquor board stating, that Canton did not need another restaurant or bar in their town. This led to a long battle of the liquor board, lawyers, and The Glass Onion. The restaurant received their beer and wine license in December of 2000, but did not get approved until March 14, 2001 for their full liquor license. With all of these problems, The Glass Onion opened up late, lost parties due to the lack of alcohol, but started paying their leases and bills while there wasn't any income.

The vision of the owners had been lost and the business grew rapidly, and there still wasn't a business plan. The menu wasn't finished until six hours before we opened the restaurant, and there wasn't enough time or money to train the front of the house staff properly. The kitchen staff was overpaid compared to what the competition paid and had three weeks of training prior to opening, and the restaurant didn't have any revenue to cover the labor cost. The overall budget for the restaurant exceeded its boundaries, and the owners spent a lot of money on the building, grounds, and equipment. This led to a very minuscule amount of money for operating capital that

ended up under \$300 dollars to be exact. With The Glass Onion being located in a rural town, the chef created a restaurant that had it's own bakery, prep staff, lunch and dinner staff, maintenance, cleaning and dishwashing staff. Overstaffing occurred in the dining room as well, but this was to see who could handle the pressures of the customers and the intensity of fast paced environment. The employees were trained to become members of a team who shared the vision of the restaurant, while exceeding the customer's expectations. "When hiring your staff you ask your questions then it's time for you to explain your business, vision, your demands, and your expectations. You must translate the vision from words into pictures with a vivid description of what it will be like to achieve your goal" (Clarke, 2000, pg 34).

The Glass Onion's wine list could have won an award from Wine Spectator magazine last March, but missed the mail deadline by two hours. The management team researched the local wine stores, explaining to us that there wasn't a local restaurant that offered an extensive amount of wine. This gave us the idea to create such a list, so people could enjoy a variety of wine and at the same time become educated in the appreciation of wine. Christine Lancaster, a woman from Potsdam offered to come in and train the restaurant's staff on service etiquette, wine etiquette and the proper way to eat when dining out. Eber Brothers, a wine company based out of Syracuse, had an expert come to the restaurant and offer a course on wine pairings and wine sales. This helped increase revenue for the staff members who were selling the product. We worked as a team to accomplish these goals and to satisfy the desire for a well-known restaurant.

The story continues in early spring, by watching the opening chef for the restaurant leave to pursue a teaching degree, and the sous chef take his place. The sous chef did not have any formal education in restaurant management, just some seasonal restaurant experience, and this showed in his attitude towards the staff, food quality, menu pricing, and keeping within the goals set for labor and food costs. Our food cost had been out of line with industry average. The restaurant was averaging a 40-50% food cost, and the labor cost was about 38% as well and the new chef felt food inventory was not part of his job description. "A profitable restaurant typically generates a 28%- 35% food cost. Coupled with labor costs, these expenses consume 50%-75% of total sales. Because of the impact on food cost makes on an operation, food cost is one of the first things we examine at a troubled property. Beyond the bottom line, food cost also reflects an operation's food quality, value provided to the customer, and management skill level" (http://www.restaurantreport.com/features/ft_inventory.html 2001). Another area of concern was losing money on parties, since the chef did not price out the menus correctly; the food started coming in pre-cooked, frozen and instant product was replacing fresh product. With all of this in mind, the customer satisfaction level hit an all time low. "The one thing you should not compromise on is quality. It does mean that if you accept inferior goods, your food will suffer or your labor costs will soar as you try to make up for the deficiencies" (Lawrence, 1992, pg 137). The owners started to lose the passion and commitment that it takes to operate a successful restaurant. They didn't take initiative to learn any line positions such as host person, server, bus person or a cook in the kitchen. Occasionally, they would work behind the bar on a Thursday, Friday or Saturday night. The owners never opened or closed the

restaurant; and they would never cover a shift in order to keep labor low. As an owner of a restaurant, they should be there longer than the manager or the chef if they don't have a strong management team. If the owners knew about the problems with the chef, this could affect the success of the restaurant. At the end of April, the management team had to terminate four people in the kitchen for a problem with outside recreational activities, a few employees in the front of the house for not showing up for their shifts and leaving early before finishing their end of the night duties. The kitchen staff was replaced with chefs who held a bachelor's degree in culinary arts and service management from Paul Smith's College, a local culinary college. For the first time since we opened in December, the food quality was improving to a higher standard, the customers dining experience was outstanding, wine sales were starting to increase and we showed a limited loss for the month of May. With the new chefs in place, an opportunity to create a learning environment for the employees and customers was created by the management staff. It was the first time everyone was sharing a vision that was based from the goals that were created by the staff.

The summer months are another challenge the restaurant needs to address, since there isn't any tourism that comes through Canton. The Glass Onion will be closing for the summer, since we need to reorganize and reposition our target audience and create the ultimate dining experience for the North Country. Another reason why the restaurant is closing is that the college's and public schools are on summer break. When there are no teachers, students or administrative staff in the area, the population decreases by 6,000 people. Now, as the fall approaches, we have bills that exceed \$70,000 dollars, which includes payroll taxes, sales tax, and our LLC tax. With this in

mind, we still owe money from pre-opening costs and from equipment that we must purchase to keep our inventory of china, glassware and silverware to a par of 200 settings. Other than this, the restaurant is operating and maintaining marginal losses for the first ten months of being open.

There are many things that could have been prevented if the owners talked with a restaurant consultant or professional people who have experience in opening a restaurant from the ground up. In the chapter called lessons learned, the researcher will discuss ways that some of these challenges could have been avoided, and how individuals can learn from The Glass Onions' mistakes enabling them to create a successful business.

Chapter 4

Lessons Learned from The Glass Onion

This chapter will explain the problems encountered and the lessons learned from the challenges faced by The Glass Onion. The operation can be used as a tool before opening up a restaurant so that you, the reader can avoid these mistakes and learn from them. There will be suggestions on how to avoid and or correct the mistakes encountered by The Glass Onion.

Business plan and vision

The first thing learned is that an organization needs to have a shared vision, a common goal that can be met through a group effort, within the management team. With this in place, the team can start to create a set of goals, mission statement and a business plan that is relevant to Canton, the people and competition from local restaurants. The business plan needs to incorporate what type of operation you want to create, amount of disposable income, population of permanent residents, and what influence the college's have on a restaurant and what is the audience that you want to service. Trying to plan in advance for the highs and lows in a restaurant is difficult, but look at the college calendar to be aware of what the holidays, large events being held on the campuses and how to proactively plan the business. For instance, winter break when the students leave for three weeks. After last winter, the restaurant realized during this slow period, it is better to shut down, and just pay the fixed costs. The Glass Onion's fixed costs are \$17,000 per week. This will help you with how much operating capital you must have in the checking account to survive this slow period.

Management

First, and foremost the owners, general manager and chef need to have the commitment and passion in opening a property like The Glass Onion. The hours tend to be long, and it is hard to make a profit if labor is high. Operators who do not have experienced managers, or some basic knowledge themselves are recommended not take on an operation like this, because there are factors and needs to be met in order to make a restaurant successful. Make sure when hiring your employees that they have a desire and commitment as strong as your own and restaurant management is their passion and career. The people who operate an establishment should take pride in regardless of the challenges. The owners need to understand and have organizational commitment. If they have a well-balanced management staff, they wouldn't have to worry about the restaurant as much, but if they have a weak management team they might have to put in more hours to make up for the weakness in the organization. One of the lessons learned is that if the owners want to draw a salary from The Glass Onion, they need to manage the restaurant themselves and dissolve the position of manager. The area cannot produce the volume needed to pay a manager and two owners. If the restaurant does \$1 million in sales, and after everything is paid off for the year, you should have about a 5% net profit. The net profit would be \$50,000 dollars, divided by two people, only comes out to \$25,000. With the role of manager dissolved the owners can save about \$35,000 extra.

The employees are the one's who deal with the customer directly, but management should be there helping the staff by taking into account that your there to assist your staff when necessary, without doing their job for them.

Décor/Landscaping

When restoring an old property, one should renovate with priority, especially if you do not enough capital and liquid assets to pay for it all. Create an environment that is warm and inviting, but make it complete. Finish all the details in your dining room, bar area and meeting areas. Prioritize your capital spending; use the money where you need it the most. Saving money will help in the weeks when student's leave on break, or when you have taxes due to the state. The outside aesthetics can wait for a few years until the operation is generating a positive cash flow. For example, spending \$80,000 dollars on cobblestones for your walkway is a little expensive unless you can afford it. The Glass Onion should have used loose gravel or something less expensive. This extra money could go towards your opening food and beverage inventory or pay off some of your pre-opening construction costs. When getting investors for a business like The Glass Onion, try and defer your interest and principal payments until the fifth year, so you don't have to worry about being under financial strain within six months. When hiring a chef, make sure you can build a relationship between the chef, manager and owners. This should happen in order to have two-way communication and understanding in decision-making. A good idea is to find a chef with a degree in culinary arts and service management or hotel and restaurant management. This will allow you to realize that he or she has some understanding of finances, culinary skills, and management procedures and they should have the passion for the industry. Also, your management team should have some real life experiences to back up their educational training. This also applies to your general manager who should have knowledge in all aspects of the restaurant including the kitchen.

When hiring employees for your business, check out what the standard wage is for the geographic area. Make sure the management team calculates a fair pay rate for the employees and how the business can afford to pay employees will save the restaurant a lot of money. When assigning pay rates to employees make sure the management team is making a group decision, if not this could cripple your financial status before you open your doors to the public. Once you open and the restaurant is doing moderate volume, high pay rates could destroy your labor cost if overtime comes into effect. When opening a new property, wait at least four weeks before you take your first banquet of function.

Purchasing

If purchasing a used restaurant, try to trade the old china in to a company who will buy a dozen back for seven dollars. Syracuse China, a company that sells restaurant plate ware, glassware, and other small equipment such as silverware, will do this, allowing the property to get a return investment on their old plate ware, while purchasing a new set of china for your establishment. It may be possible to get away with the small wares inventory of the previous establishment allowing you to have less money in fixed costs. It is recommended by the researcher an individual should not purchase real expensive glassware, plates and silver especially if your clientele is a large college population. The operation has lost over ninety place settings in less than ten months. This loss was from theft by the customer and employee, lost in linen, and losing some pieces in the trash costing about \$1800.00 dollars. You can get a decent pattern from a food vendor like Sysco, a major food and small wares supplier who had offices across the United States, for about \$800.00 dollars for a setting of two hundred

people. That includes knife, fork, spoon, dessert spoon and salad fork. When purchasing glassware, a suggestion from experience in a chain restaurant, hotel and now an independent restaurant, try to use a company like Libbey or Cardinal, major glassware labels that offer a large quality and selection of glassware where you can do all your purchases. These items are durable, cost effective, and readily available from your local suppliers or vendors. Also, when purchasing equipment for your kitchen, try to utilize any equipment in which you have purchased with the building. With the equipment that was previously at the restaurant, you may find that some of it may be obsolete, enabling you to trade or sell the product to a vendor who buys this type of equipment. If you need to purchase additional equipment, look into buying used items, however it is recommended from the industry not to purchase used refrigeration equipment. Refrigerators have small parts, motors, compressors and electrical systems; and used refrigeration equipment does not have a warranty protecting the buyer from any problems that may arise after purchasing the items. When buying these items such as walk in coolers/freezers, ice machines, draft beer systems, under the counter coolers, you should look at a company called Superior products, based out of Minneapolis. They are a subsidiary of US Foodservice, the world's leading food service provider, and with these items, you can avoid handling fees, if purchasing direct.

Menu and kitchen design

Create your menu around your equipment, not vice versa. This will enable you to see how much space you have to work with and not cause you to over burden yourself and your employees. You need to have a strong customer focus when determining what cuisine to offer to your customers. This reflects back to your equipment, if your

customer wants to see prime rib on the menu daily and you want to specialize you should own an alto-shaam cooking unit, this is an oven designed especially for cooking and holding prime rib. This will only work if you can afford to purchase a piece of equipment and if it will fit in your kitchen design. If you do not have the room, you may be forced to only do prime rib on a limited basis.

When designing your kitchen, make sure the walls are cleanable and having the color white is nice, but difficult to keep clean when your kitchen has a pass through, an opening between the kitchen and the main dining room, or a window that the customer can see into the kitchen. If you pick a color of ecru or beige for the walls and ceiling, grease isn't as noticeable to the customer's eye if it is an open kitchen. Also, your floor should be made from quarry tile that is not coated, and make sure the floor installers angle the floor towards your drains, while making them lower than the floor itself. Having a window in the kitchen creates a little more warmth to your employees and allows natural light in to create a positive work environment. Your exhaust hood system should be professionally installed and don't be afraid to spend money when it comes to this project to avoid problems in the future. You want to make sure you have enough outside air flowing in and that the fans are large enough for future expansion. Another, important item is the electrical service in the restaurant. Remember, it is a lot easier to increase your overall service while the walls are open, and if you forget how much equipment you might have or you want to add additional equipment, you will need ample amount of space and enough electric to service the building. Along with an ice machine, computer system, bar area, and other areas like live entertainment, you should install a 400-amp service. The Glass Onion had only upgraded to 200 amps and

faces many problems, especially when floor fans are operating in the kitchen. "For a new restaurant, my advice is to oversize services. For example, if your equipment and fixtures require 200 amps of service, have 400 amps of service installed. The initial expense should be factored into your startup costs. The theory here is that if additional electrical equipment is required and the original service cannot handle a bigger load, there will not only be the expense of running new conduits and lines but also the expense of replacing the old service" (Mischitelli, 2000, pg 159). This will save you about \$10,000 dollars in the future.

Menu planning and design should be done in-house. Purchase a program that suits your needs, pricing about \$500.00 dollars, but in the long run it will be a lot cheaper than a graphic arts designer or printer. The restaurant had a graphic artist who charged \$50.00 per hour. If you need changes on a few menus and that takes a few hours, it could cost you more than you think. You can then change your menu when needed, if you run out of an item you can change it that evening and print out new menus. The flexibility exists to create a daily specials menu and prices due to fluctuations in the market.

Hiring employees

When hiring employees, reading a few books about opening a restaurant is a great start. There are a lot of hidden things you don't learn in school or through a certain position in a restaurant. When doing payroll, in which we do through QuickBooks Pro, an accounting program, it is cheaper and more efficient than having an outside contractor. There are a lot of things you need to pay monthly like 941 taxes, which are your liability tax for employee payroll. This could exceed \$5000.00 per

month, then quarterly you need to pay sales tax. When paying sales tax, create an account allowing you to deposit the tax collected from your customers, and deposit this right into your account allowing you to have all your money when it is due, and not using other capital required to pay other bills. If you need to pay late due to financial strain, never become late with the federal or state agencies. They have stiff penalties for being late causing the business to lose more money. The late charge for just filing late is a 10% fee added on to your principle. Every month after the due date it is 1% per month, not to exceed 5%, after that the government will come to the property to see what the problem is. The worst case is that your property will be padlocked, and the courts will have to fight out the legal battle.

Employee Manual

When creating an employee manual for your employees of the restaurant, make sure you state everything that you want to tell them. In appendix A, this manual was designed to cover all aspects for the employee to understand. It explains pay periods, uniforms, what to wear and not to wear and other information. All your employees, acknowledging that they have read the information and they are pre-warned about breaking any policies that the management team has put in place, should sign their handbook, or manual. Signing the handbook, provide a signature that can hold up in court, stating that the employee was insubordinate or they were terminated for another reason.

Suppliers

When creating a new establishment, try to partner with different service providers. If you're in an area, try to support the local businesses. You will need to

have a local bank, printing service, locksmith, and hardware store to buy the important things to repair your business. If there are local farmers, dairy providers, or local purveyors, it helps create a sense that you are trying to support the local community and this creates a sense of local support around the town and surrounding villages. When hiring employees, make sure you understand the local tax laws or have an accountant in which you could ask questions. In New York state, you can only salary a manager who makes over \$18,000 a year and must manage at least 5 employees. If you salary an individual by trying to save money, you may get caught. If you do get caught, you must pay the employee back wages at a time and one half their normal base wage. Watch the changing markets; this affects your prices in the restaurant and will affect your prices on your menu. Having at least two purveyors makes your business more productive by doing price comparison.

These are the lessons learned the management team has encountered at The Glass Onion. These problems were brought to the reader's attention, to give a sense of awareness of what to avoid when creating a restaurant. A dream is great to have, but you need to have a well thought out business plan, clear and concise vision and list of procedures that will increase the success of the restaurant.

Chapter 5

Conclusion

As a manager at The Glass Onion, this case study was created to show what it takes to open and operate an independent restaurant in a rural, college town in Canton, NY. Through living the experience of facing many challenges prior to opening the restaurant and the current problems the restaurant encounters. In being apart of the initial business plan and conceptualization of the start-up business would have been beneficial to the success of the restaurant. The management team started to look into their profit and loss statement to find out where they have started to go wrong and just focusing on dinner and the bar area, the organization can maximize their profits. When opening a new restaurant, sometimes you do not know what to expect. New operations tend to do really well in the beginning, such as The Glass Onion, but sales tend to balance out after a few weeks because the initial hype is fading. It is a new restaurant; local people want to see all the physical changes to the property. They enjoy going to restaurant to eat, but the amount of disposable income per person prevents the local people from eating numerous times a week. If the restaurant can pay off some long-term debt, reduce spending on variable costs and keep their labor, food and beverage costs low, The Glass Onion could be successful. Through shared experiences and observations, individuals have the opportunity to understand what mistakes and challenges The Glass Onion has encountered. With these in mind, success can be found by reading and learning from the mistakes of The Glass Onion. This industry is

vast, and presents many opportunities for people with the right business plan, vision and passion to see their start-up business become a success.

Chapter 6

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Chapter 7

Appendix A

Employee Handbook for

The Glass Onion

25 Court Street

Canton, NY 13617

(315) 386-2500 Phone

(315) 386-1156 Fax

Welcome to The Glass Onion

Your starting date is ____/____/2001

Your starting pay rate is \$_____/hr _____/hr

The restaurant phone number is 386-2500 and there is voice mail.

The schedule for work will be available outside the office door upstairs.

The following pages describe in detail what is required and expected of an employee of The Glass Onion. We are a team comprised of many individuals; this results in many new ideas and ways of thinking. We have an open door policy for anyone who needs to talk about anything and we will also accept constructive ideas. These ideas will be looked at from all aspects, and if they are valid we try them out on a trial basis. We will discuss suggestions at a later date with everyone concerned in the process. If the idea process makes a better work environment, it will be written into the employee manual. Anything that is not clear to you should be discussed with one of the managers.

The management staff reserves the right to amend, modify or cancel any or all of the various policies, rules, and programs outlined in this handbook.

Employee signature_____

Section 1

Introduction to Employment at The Glass Onion

This handbook does not constitute a contract with any individual employee or group of employees of **The Glass Onion**. It is just a document containing information relating to the procedures and policies in which the staff is expected to follow as determined by the management team at its own discretion.

Equal Employment Opportunity Policy

This restaurant values and respects of every individual and does not discriminate against qualified employees or applicants for employment on the basis of color, creed, race, ethnic origin, marital status, gender, age or handicap.

Employment “AT WILL” Standard

This policy provides that, without written agreement to the contrary, either the employer or employee may terminate their employment relationship at any time, for any such reason. Any employee relationship is one which has no specific time limit, and such a relationship may be terminated “at will” by either party.

Open Door Policy

The management team and The Glass Onion believe in an open door policy. We believe and strive in working together as a team to solve any problem that may arise during your course of employment. We encourage anyone to bring a situation, problem or information to the attention of a member of the management team. In our organization, we expect information to flow in all directions, since communication is a key component and this is important to all of our success. With this in mind, we will effectively deal with this in a timely manner with your concern. Our door is always open, no matter when a problem arises. We would like for everyone to bring it to our attention when it is convenient for all parties involved and try to bring solutions to the problem

too. If you feel that the problem has not been resolved after talking with one member of the team, we as a management team will discuss the situation in full detail and will make every effort to understand your concern and reach a resolution.

We strongly believe in a team environment in decision-making and the value of the individual contribution of each employee.

Personal Information

You are required to complete payroll and information forms at the time of hire. If you are 18 or under, you must provide a valid work permit (employee certificate) within five days of your initial hire date. Also, you must comply with Immigration and Naturalization Service regulations and provide documentation on your employment eligibility within five days of your date of hire.

After becoming employed, you are responsible to notify a member of the management team about changes to your name, address, phone number, marital status, number of dependants, etc. in order to maintain your correct status with your payroll.

Working Hours

Your weekly schedule will be posted upstairs, outside the office door. The workweek starts on a Monday and ends on a Sunday. For now we will be closed for dinner on Sunday and Monday except for a scheduled function. The bar will be serving food and beverage on Monday through Saturday. The nature of the service industry requires that we operate five days a week, including holidays. It is important that the employees of The Glass Onion be flexible and available to work dinner, extra hours, weekends, and holidays as needed. We will need to schedule depending on special

events (parents weekend, homecoming, graduations: high school or college, hockey games, or multi-cultural events) in the area that may reflect the various colleges around the restaurant. Schedules are adjusted to meet the demand of the work place. We will try to accommodate individual needs in developing work schedules, but we require special requests for schedule exceptions to your manager at least two weeks in advance.

Pay Period and Checks

Pay periods at The Glass Onion extend Monday through Sunday. Paychecks are issued weekly, but we will hold your first week in order for us to handle payroll correctly. You may pick up your paycheck from the management office after 12:00 pm on Friday. We do not provide check-cashing services for employees. If you want to cash your check, Community bank is located at 80 Main Street. If you have any questions regarding your paycheck please speak with a member of the management team.

If you are unable to pick up your paycheck, you may arrange with a manager for your check to be mailed to you or be picked up by a representative, but they must have written permission from you and proper identification.

Work Schedules

Should you request certain days off, the request must be made to your manager at least two weeks in advance. Every effort will be made in order to accommodate your request, but due to business demands and other situations, your request may not be granted and you will be expected to work as scheduled unless you find another team member to cover your shift upon approval from management. You may be expected to

work overtime or to extend hours of your shift on occasion when business levels are at a higher amount than normal. If you fail to cooperate with reasonable requests to work overtime when it is required to handle restaurant business may be considered grounds for disciplinary action.

Section 2

Work Rules

Payroll Deductions

Every pay period, your deductions and pay codes will be listed on the stub of your paycheck. Social Security, Federal and State income tax, and short-term disability are deductions that are required by law. These deductions depend on your earnings and the number of dependants you declare, based on the information you furnish to us. Any change in name, address, or number of dependants must be reported to one the members of the management team to ensure proper documentation for tax reasons. Any other deductions are voluntary and will be deducted with your written permission.

Tipped Employees

Each tipped employee has a login code to open a check in our Micros Point of Sale computer system. Each pay period a report is run from the system to determine the total sales for every individual, in which 10% of total sales are reported as tips.

Reporting to and from work

All employees are to use the front entrance of the restaurant when arriving or leaving work. Report to work on time or even a few minutes early to allow yourself to change into your uniform, iron if necessary. When clocking in you should be ready to start your shift. You are allowed to clock in and out for yourself only. If you fail to clock out at the end of the shift, a manager will adjust your time and it may not be to your benefit.

Use of restaurant facilities by employees off duty and on duty

We strongly encourage our staff to patronize our restaurant when you are not at work. Employees are allowed to come in and have dinner in the dining room or a cocktail in the bar area, but please do not sit at the bar. Please sit at a table, so that our

customer will have the opportunity to sit at the bar. Please remember that as an employee, your appearance and actions reflect the restaurant on the clock as well as off.

Overtime

No matter how the management team plans, on certain days there is simply more work than time. Whenever possible, the management team will give you advance notice of when we need you to work overtime. Hourly employees will be paid for overtime when they exceed 40 hours in their job code in any one-week. The pay rate will reflect 1 ½ times the regular hourly rate. Your failure to cooperate with reasonable requests to work overtime when it is required to handle restaurant business may be grounds for discipline. Overtime will be occasionally, and the management staff will do everything in maintaining an employee to be under forty hours per week.

Accidents and Injuries while on the job

If you are injured while working at the restaurant, you must notify a manager immediately. We are responsible for assuring that you receive any medical attention that may be needed, and for filing all the proper reports about your accident, primarily the restaurant's Incident Report Form.

Should you be in or observe an accident that causes injury to any person, and degree of damage to property and/or the potential for possible future development of pain and or suffering, you must file a Incident Report Form and give it to a member of the management team.

Attendance/Absenteeism/ Lateness

Good attendance reflects professionalism and promotes teamwork in the workplace. The absence or tardiness of an employee or employees can delay and interfere with other members of your team. You should make every possible effort to make it to work on time and start at the scheduled time according to your schedule. It is imperative that you call a member of the management team directly and do not leave a message with other employees. These messages usually never get to the proper individuals, or forgotten and then you are considered a **“NO CALL, NO SHOW”** which can lead to disciplinary action and documentation or termination.

Absences for more than one day must be reported daily unless other arrangements have been made with a manager. The Glass Onion reserves the right to request a medical excuse for an absence exceeding more than three consecutive days.

A manager with the expectation that the situation will improve will handle an employee who is late or absent for their scheduled shift, the problem will be handled in an orderly fashion. Continuous tardiness and or absenteeism, especially if it occurs frequently, thus not relating to a medical condition, will result in a written document given to the employee and a copy in one's employee file. Continual unsupported attendance or tardiness problems may result in further action up to and including termination.

Emergency Weather Conditions

Everyone is expected to make every possible effort to honor your work schedule at The Glass Onion. We that occasionally road or weather conditions make it difficult to travel to and from work, and your not expected to jeopardize your safety as well as others.

You are responsible for the decision to travel. Standard call in procedures must be followed on such occasions.

At such times when severe conditions exist, the restaurant may have to close due to extreme conditions, or may close early.

Call-In Procedure

The success of the restaurant depends on teamwork. When you are late or absent, your teammates assume your workload. If you are scheduled to work a particular shift and need to call out, you will be responsible for covering your shift. A member of the management team will give you the phone numbers of your fellow teammates, allowing you to take responsibility in covering your shift. If the situation is a serious, life or death or emergency we will give leniency to the individual.

- An employee must call in at least three hours before their scheduled shift
- Calling in after or when your shift is supposed to begin will not be tolerated.
- You must call in yourself. Except in extreme circumstances, a call-in from a friend or relative will not be accepted.

Parking

Employee parking will be behind the firehouse, or down behind Sergi's Italian restaurant (the new parking lot).

Phone Calls

Personal phone calls should not be made or received during your shift except if it's an emergency or from the permission from a manager. Employees will not be pulled off their station for a phone call unless it is an emergency. Please discourage friends and family members from contacting you at work unless it is an emergency.

Media Communications

Our guests and employees are entitled to their privacy and have a right to expect The Glass Onion will treat their patronage with courtesy and respect. The management team, as a whole will be the only ones authorized to make statements to the media regarding the restaurants business or guests. Should any member of the media contact you should contact a member of the management team immediately.

Performance Evaluations

We know that it is important for everyone to receive some feedback from your managers regarding your performance. The performance evaluation is a manner of communicating your progress and performance in writing. You will have the opportunity to talk with the members of the management team in regards to your performance, attendance, punctuality, cleanliness, grooming, personal conduct, job knowledge and other factors. You will have a chance to discuss your career objectives at this time and your performance evaluation will become part of your permanent file.

Theft

Theft will not be tolerated from any employee or guest. If you see a crime being committed talk with your manager immediately so that correct action can take place. An employee infraction form will be filed and you will be terminated.

Falsification of Records

Falsification of records is considered to have occurred when an employee falsifies any restaurant document including but not limited to work records, daily logs, applications, resumes, tip information on a guest check or their tax forms.

Fighting, Assaulting or Threatening

Fighting, assaulting or threatening another team member, guest or manager will not be tolerated and will be a cause for discipline. Making a gesture, rude comments or abusive language towards another individual will also be unacceptable.

Horseplay and Pranks

These are not appropriate for the workplace; safety may be in question causing harm to another individual, guest or person. Or when a person has been subjecting another to harassment or abuse.

Safety

Floors in the restaurant are going to be slippery so we must be careful. If anything spills we must clean them up immediately. This can happen in wait station area, general hallways, kitchen, employee area, and in the dining areas.

Sexual Harassment

Our definition is any unwanted or sexual comment that makes you feel uncomfortable. If you encounter any situation please contact a member of the management team.

Sanitation

We as a restaurant and a team of individuals, cleanliness is a very important key to our success. We must wash our hands frequently, constantly clean our server area, keep restrooms clean and store foods at their proper temperature: hot food above 140 degrees and cold food below 40 degrees.

Insubordination

This is considered when an employee fails to obey or verbally refuses to comply with a direction of a manager. It is understood that any such direction should be clear, reasonable, and communicated by someone with proper authority directly to the employee. An employee is also considered insubordinate if they use obscene language to challenge the authority of a manager.

Drugs and Alcohol Policy

The Glass Onion will not accept any tolerance in using any controlled substance. This may include alcohol, marijuana, crack, cocaine, LSD, mushrooms, prescription drugs or any other substance that is against state and federal laws. This policy is in affect when entering the property prior to your shift, during and after or shift. What an individual does on their own time is their problem. If an employee is under the influence of any substance, the incident will be documented and the employee will be terminated. The Glass Onion, will then ask the individual to remove their belongs at once and be escorted off the property.

Reporting Tips

Service members who receive tips must report their earnings to the Internal Revenue Service. You are responsible for claiming tips through our point of sale system. The computer will print a receipt, which you should keep in a log. Credit Card tips are automatically declared as you close the check; you are responsible for claiming all cash tips. When a server is checking out at the end of the night, he or she will tip-out the bar and bus staff to the closing manager. The tips will be divided equally amongst

other team members. If you do not understand this policy, please speak with a manager.

Banks

Each server will carry his or her own bank. The server will have to make change for the guests who pay with cash. This will allow for the individual to keep track of their tips, correct input into the computer, and faster service to the guest. It is suggested, to come into your shift with small bills and change allowing yourself to make change. Each server will print out a server report allowing them to drop the appropriate cash at the end of the night. Credit cards tips will be reconciled when the server is checking out at the end of the night. Banks should be kept in one's pocket; fanny packs or metal cash boxes will not be allowed.

Infraction Form

Name of Employee _____

Date of Infraction _____

Problem Stated _____

_____Verbal/Written Warning – 1st offenseWritten Warning – 2nd Offense

Written Warning – 3d Offense

Terminated

Repeat Infraction or New Infraction

Signature of Employee _____

Signature of Employer _____

Date of Notice Given _____

Any problems when terminated, please list below:

The Glass Onion Accident Report for Employee/Customer

Name _____ SSN _____ - _____

Address _____ Phone (____) _____ - _____

City _____ State _____ Work (____) _____ - _____

Incident: Date _____ / _____ / _____ Time _____ AM or PM

Location of the incident: _____

Was the injured working for pay at the time of injury YES ____ or NO ____?

FOH or BOH _____ MGR _____

Name and Address of witness (es)

Name _____ Name _____

Address _____ Address _____

City, State _____ City/State _____

Phone _____ Phone _____

State nature of injury and part of anatomy that was affected _____ was

medical attention provided? YES or NO, if YES, WHEN _____

If Yes, to what extent? _____ If Yes,

by whom (Name and Address) _____

If Yes, Where _____

If yes, transported by whom? _____ And How? _____

When did you first know of injury? _____

Please describe in detail what the injured party was doing when the incident occurred and details on how and where the accident happened:

If you are aware of any rules and regulations not being followed at the time of the incident, please state _____

Name of person filling out report _____

Date and Time _____

Signature _____

Smoking Policy

NEW YORK STATE LAW STATES THAT EACH EMPLOYEE IS ENTITLED TO WORK IN A SMOKE-FREE AREA

In accordance with the law and in the continued interest of providing a safe and healthy environment for employees, vendors, and customers The Glass Onion observes the following smoking regulations for employees:

1. There is 1 designated smoking area for employees. This will be the back entrance through the kitchen.
2. No other entrance, employee restroom or break area will be allowed. This is for the safety of other employees and customers. There is a lack of clean air and ventilation in the basement or in the restroom.
3. All employees must make sure another team member is covering their shift, and prefer to take a break when we are in a stagnant period or before or after we close for business.
4. All employees MUST WASH THEIR HANDS and should use a breath freshener after smoking.
5. All employees must dispose the cigarettes in the receptacle located near the back door.
6. If you have any questions about this policy or law, speak to a manager.

Dress Code for Employees of The Glass Onion

Standard attire for the kitchen staff:

All kitchen staff employees can pre-pay and order chef jackets through The Glass Onion, in which we purchase from our linen company. The kitchen is open to the public's eye which makes it necessary to have a neat appearance and be clean at all times.

- Hair must be collar length or be tied up and under the skull cap or baseball cap
- There will be no earrings or rings, except wedding rings
- White short or long sleeve T - shirts under chef's jacket only
- Clean shaven or mustaches trimmed to the top of upper lip
- No body piercings that are noticeable: nose, eye, lip, ear
- No cologne due to the interaction of food aromas
- Black shoes or boots should be worn and they should be slip resistant, absolutely no open shoes will be tolerated
- No wild or extreme coloring of the hair

These policies will be strictly enforced and if not followed the individual will be given an infraction form to be signed and documented and placed in their file.

Front of the house employees

- Every team member will need to purchase cobalt blue shirts from The Glass Onion. This will give everyone a uniform appearance.
- You must supply your own black pants/slacks. The pants/slacks must be a chino material, no baggy pants or side pockets allowed. They also must be fitting to the individual. No loose type (3 sizes to big).
- White Bistro aprons and waiter's corkscrews will be issued to the staff.
- We will clean the aprons, but they must be put in the proper bin
- Black shoes should be slip resistant and the shoes should not have any other markings on them. Ex: A white Nike Swoosh on the side

These policies will be strictly enforced and if not followed the individual will be given an infraction form to be signed and documented and placed in their file.

Men

- All jewelry regarding religion, sexual orientation, and personal beliefs must be kept unseen. (This is to not offend the guests)
- No body piercings will be excepted: tongue, nose, lip, or eye
- Only wedding rings or college/high school rings will be allowed
- Cologne should be to a minimum because we don't want it to interact with the food aromas.
- Shirt and pants need to be ironed, no exceptions
- Hair must be collar length
- No earrings are allowed
- No extreme coloring of the hair
- Nails kept clean and trimmed
- Fully grown Go-tees are allowed or mustaches that are trimmed neatly
- Only one button on your shirt maybe left open

Women

- Make up to a minimum, no extreme colors or heavy amounts.
- Try to stick with neutral tones.
- Avoid bright lipstick, eye shadows and heavy eyeliners.
- No body piercings will be excepted: tongue, nose, lip or eye
- Earrings must be worn in **matching** pairs only two per lobe
- Hair must be up and away from face, preferably in a braid, bun, and ponytail or with a clip or scrunchie.
- Perfume should be to a minimum because we don't want it to interact with the food aromas.
- Shoes are very important because of comfort, style and safety. Flats (No open toed shoes are allowed).
- One set of rings are allowed
- All jewelry regarding religion, sexual orientation, and personal beliefs must be kept unseen. (This is to not offend the guests)
- One bracelet on each wrist (a watch counts as a bracelet)
- Cobalt blue shirt and black pants need to be ironed, no exceptions
- No extreme or wild colors in dying of the hair
- Nails kept clean and trimmed
- Please keep all necklaces and hanging jewelry under your shirt
- Only one button on your shirt may be left open

Appendix B

The Glass Onion Beer Menu

Beers on Draught
 All served in a chilled 16oz glass
 "Colossal" Draft 22oz add \$1.00

Domestic \$2.75

Imported \$3.00

Micro Brewed \$3.50

Guinness

Harp

Molson Canadian

Bass

Miller Lite

Killian's Irish Red

Lake Placid Pub and Brewery Amber

Sacket's Harbor War of 1812

Sacket's Harbor Lake Effect

Lake Placid Pub and Brewery Ubu Ale

Lake Placid Pub and Brewery IPA

The Glass Onion – Bruce's Brown Bag Ale

Bottled Beer

Bud

Heineken

Bud Light

Honey Brown

Genny Light

Labatt Blue Light

Labatt Blue

St. Pauli Girl

Labatt .5 NA

Molson Canadian

Molson Export

Ice House

Winterberry wine cooler

Mike's Lemonade

Smirnoff ice

Corona

Pabst Blue Ribbon

Old Milwaukee

Sam Adams Lager

Coo's Light

Molson Excel

Sierra Nevada pale ale

Foster's

Michelob Light

Wild berry wine cooler

Appendix C

Banquet Event Order

Date: _____ Time: _____

Room: _____ # of people: _____

Name: _____ Contact: _____

Address: _____

_____ Phone #: _____
Work #: _____
Fax #: _____

Type of function: _____

Set-up of room: Rounds of 8 Rounds of 6 L shape U shape O shape

Theater style Classroom style Custom Long tables

Linens needed, if so what size and color: _____
54" 71" 81" 114x52" _____

Arrival Time: _____

DJ or band: _____

Appetizers: 1) _____ \$ _____ 2) _____ \$ _____
3) _____ \$ _____ 4) _____ \$ _____
5) _____ \$ _____ 6) _____ \$ _____Salad: _____ \$ _____
Entrée: _____ \$ _____
Entrée: _____ \$ _____
Entrée: _____ \$ _____
Dessert: _____ \$ _____ extra charge

Linen Charge _____ No Charge Open Amount \$ _____

Bread and butter: _____

Bar needed: _____ Cost of Bar/Set-up: _____
Wine: _____ Champagne/Sparkling Wine: _____
Beer: _____ Draft/Bottle: _____
Liquor: _____ Type: _____
Soda: _____
Bartender: _____ Non-alcoholic drinks: _____

Corking Fee: \$10.00/bottle

Payment Type: Cash

Credit Card: MC

Visa

Discover

Diners Club

CC# _____

Exp: _____

Any decorations or special requests:

Appendix D

The Glass Onion
Dinner Function
Menu Options

The Glass Onion Dinner Function Menu

If we do not have an item that suits you, please inquire and we can create a menu around your specific requirements. If you have any dietary restrictions or food allergies, please let us know so that we may accommodate your needs.

*All dinners include bread, salad, choice of regular or decaf coffee, hot tea, or soda
All appetizers and desserts are extra and vary in price

Salad Selections

Please choose from the following:
(Most plated dinners will either Caesar or house salad)

House Salad with mixed greens with homemade croutons, tomatoes, red onion,
carrots, and creamy balsamic vinaigrette

Traditional Caesar salad with croutons, Parmesan cheese, and Caesar dressing

Baby spinach salad tossed with hard-boiled eggs, garlic croutons, bacon, roasted red peppers and red onions with an
oil and vinegar Italian dressing

Mixed greens tossed with blue cheese, beets, pecans and Sherry vinaigrette

Roasted potato salad with Dijon mustard, caramelized onions, dill, and red wine vinegar

Mozzarella cheese and tomato salad drizzled with balsamic vinaigrette

Spring mixed bean and vegetable salad

Traditional coleslaw, cabbage, red onions, carrots, celery and bound by a zesty cream vinaigrette

Pasta Salad

Grilled chicken and ditalini (small tubes of pasta) pasta salad with herbed mayonnaise
peppers, onions and celery

Penne pasta with roasted red peppers, Feta cheese, basil and zucchini

Pasta medley, bowtie, corkscrew, and penne pasta tossed with roasted garlic,
fresh basil, lemon, Parmesan cheese, carrots and broccoli

Oriental soba noodles tossed with sesame oil, spicy chili paste, ginger, peanuts, cilantro and lime

Tri-colored spiral pasta salad with olives, tomatoes, red onions, andouille sausage, Swiss cheese and artichokes in
an Italian dressing

Sides

Select an appropriate number that coincides with the option you choose:

Potato

Garlic scallion mashed potatoes

Roasted garlic mashed potatoes

Roasted red bliss potatoes with a medley of fresh herbs

Polenta (yellow cornmeal)

Polenta with roasted seasonal vegetables

Polenta with Portabella mushroom

Risotto, wild rice or basmati

Lemon lime rice

Scallion and roasted red pepper rice

Three-onion rice

Rice pilaf with roasted seasonal vegetables

Wild mushroom risotto

Herbed risotto

Cheese risotto

Legumes (bean) choices

Garbanzo beans with tomatoes, curry and oregano

Brown sugar bacon and honey baked beans

Couscous and barley choice

Scallion couscous

Couscous with Parmesan cheese

Couscous with herbs

Citrus couscous

Vegetable choices

Medley of seasonal vegetables (change upon seasons and availability) sautéed in
olive oil and a hint of garlic

Balsamic vinegar glazed red onions and broccoli

Stir-fried vegetables with ginger and soy sauce

Ratatouille (tomatoes, garlic, eggplant, zucchini and yellow squash)

Creamed spinach and roasted garlic

Beets with citrus glaze

Beets with herbs

Caramelized corn

Sweet corn with herbs

Caramelized bourbon carrots

Roasted herbed carrots

Grilled red and Spanish onions in garlic and white wine butter

Snap peas with Parmesan cheese

Green beans with black pepper

Baby peas with potatoes and onions

Stewed tomatoes with basil
Pan seared Roma tomatoes with garlic
Steamed broccoli with butter
Steamed cauliflower with butter

\$16.95 Entrée Choices

Beef

Creole spiced London broil with tomato leek cream sauce
\$16.95
Traditional beef burgundy stew with mushrooms, bacon, caramelized, onions and Burgundy wine
\$16.95
Corned beef with cabbage, potatoes and carrots in beer broth
\$16.95
Flank steak with an Oriental glaze
\$16.95

Chicken

Mixed roasted chicken with Marsala wine
\$16.95
Seared mixed chicken in a red wine and mushroom sauce
\$16.95
Herb roasted chicken breasts with lemon rosemary broth
\$16.95
Seared tarragon chicken
\$16.95
Grilled chicken breasts topped with our homemade BBQ sauce
\$16.95

Lamb

Lamb stew with red wine and black pepper sauce
\$16.95

Pork

Pork roast with tomato sauce
\$16.95
Pork stew from the Boston butt with herbs and hard cider
\$16.95
Braised pork roast with Jack Daniels-onion pan gravy
\$16.95

Turkey

Thighs, roasted and brushed with a ginger-scallion butter
\$16.95

Vegetarian

- Roasted garlic polenta cakes with a red wine reduction
\$16.95
- Rigatoni with and tomato-leek sauce
\$16.95
- Navy bean stew in sun dried tomato cream
\$16.95
- Grilled portabella mushrooms in a saffron corn broth
\$16.95

Seafood/Fish

- Grilled herb rubbed haddock filet with peanut-gingered brown butter
\$16.95

Pasta

- Rigatoni with seasonal vegetables in a meaty tomato sauce
\$16.95
- Bowtie pasta in a Feta cheese sauce
\$16.95
- Lemon pepper linguine in a fennel sauce
\$16.95
- Fettuccini with in Virginia ham, black olives, and asparagus tossed in a garlic white wine sauce
\$16.95
- Baked penne pasta in red pepper-Ricotta cheese sauce
\$16.95
- Linguini topped with a three-cheese cream sauce
\$16.95
- Fettuccini tossed with garlic and olive oil
\$16.95

\$17.95 Entrée Choices**Chicken**

Cornish Game Hens with Black Pepper and Ginger Cream

\$17.95

Mustard Crusted Chicken Breast with Thyme jus lie

\$17.95

Roulade (Roll) of Chicken Breast Stuffed with Feta Cheese, and served with a Spinach Cream Sauce

\$17.95

Grilled Chicken Breasts in Pesto Cream Sauce

\$17.95

Beef

Worcestershire-glazed grilled beef and vegetable brochettes (Skewers)

\$17.95

Stewed beef shanks with tomatoes in beef broth

\$17.95

Beef shoulder roasts sliced thin and served in a bordelaise cream sauce

\$17.95

Veal

Veal cutlets pan seared and served with a Madeira wine pan gravy

\$17.95

Braised veal shank with horseradish au jus

\$17.95

Lamb

Roasted leg of lamb roast with a sherry-mustard glaze

\$17.95

Braised lamb shoulder with a creamy Feta and rosemary sauce

\$17.95

Shoulder roast sliced thin and served with a tomato and herb sauce

\$17.95

Pork

Pork cutlets with lemons, mustard and capers

\$17.95

Pork ribs (baby back, spareribs) with coffee barbeque sauce

\$17.95

Breasts crusted with peppercorns and served with a cranberry-orange marmalade

\$17.95

Vegetarian Selections

Grilled portabella mushroom with a horseradish tomato sauce

\$17.95

Marinated and grilled Saitan (bean curd) served with a ginger-soy essence

\$17.95

Southwestern Style burrito filled with vegetables and cheese accompanied by a black bean sauce

\$17.95

Roasted Spanish onions stuffed with tomato-olive risotto, the topped with a spinach cream

\$17.95

Pasta Selections

Fussili pasta (little corkscrews) with lemons and capers

\$17.95

Spaghetti pasta in a citrus tomato sauce

\$17.95

Fish/ Shellfish

Pan roasted catfish with Creole mustard butter sauce
\$17.95

Sherry laced fish stew of salad shrimp, cod, and haddock
\$17.95

Pasta Selections

Bowtie or corkscrew pasta with lemons and capers
\$17.95

Spaghetti pasta in a citrus tomato sauce

\$18.95 Entrée Choices**Veal**

Braised herb stuffed breast of veal in a balsamic port wine sauce
\$18.95

Braised (shanks) in natural juices with cranberries
\$18.95

Beef

Braised short ribs with mustard and ginger
\$18.95

Pork

Pork loin chops with lemon thyme au jus
\$18.95

Imported Danish baby back ribs topped with our homemade BBQ sauce
\$18.95

Lamb

Braised shanks in natural juices with cranberries
\$18.95

Turkey

Roasted mélange (drum sticks, thighs, and breasts) served with a Madeira and thyme sauce
\$18.95

Vegetarian

Gratin of potatoes with scallion cheese sauce
\$18.95

Spaghetti pasta with falafel balls (chick peas and lentils pureed and shaped into balls) a citrus tahini sauce
\$18.95

Stir fried vegetables served with a ginger-jasmine broth
\$18.95

Seafood/Fish

Seafood jambalaya with catfish, sea legs, haddock, cod, wild rice, andouille sausage and peppers in a spicy tomato stew
\$18.95

Crystal Springs' rainbow trout served with cornbread
\$18.95

Pasta

Angel hair tossed with olive oil, white wine, roasted garlic, and oven dried tomatoes and Romano cheese
\$18.95

Linguini with Parmesan-spaghetti squash sauce
\$18.95

Desserts

Choice of One

Grand Finale Chocolate cake with raspberry Melba sauce

Dutch Apple Pie with caramel sauce

Fresh Fruit Cup topped with Cinnamon Whipped Cream

Key lime pie with raspberry Melba sauce

Colossal carrot cake

Cheesecake with your choice of strawberry, raspberry Melba or chocolate sauce topping

Contract Terms

All decorating for scheduled functions must be arranged three days prior to the event.

Our chefs prepare your food to order. It is important that we have an accurate count for all events so that we may provide you with the best service. **We require a seven-day guarantee on the number of guests attending any function and request at least a 50% deposit.**

All food and beverage prices are subject to a 17% service charge. Service charges are distributed to the personnel directly involved with the service of food and beverages of this event.

In the event it becomes necessary to cancel your function, we will refund your deposit providing we receive a **90-day written notice from the date of the scheduled function.**

The staff and management of The Glass Onion reserve the right to serve and monitor the consumption of alcoholic beverages in a responsible manner.

Payment: All parties will be billed the same day of the function and the remaining balance will be due after the function the same day.

Signature-----

Date-----

Management Signature-----

Date-----

Appendix E

The Glass Onion Wine List



House Selections

By the Glass



\$3.50 Glass



- Merlot
- Pinot Noir
- Cabernet Sauvignon
- Cella Lambrusco
- White Zinfandel
- Chardonnay



Premium Wines By the Glass

\$4.00 Glass

- Walnut Crest Merlot
- Concho y Toro Cabernet / Merlot
- Robert Mondavi Coastal Cabernet
- Lindeman's "Bin 50" Shiraz
- Brancott Sauvignon Blanc
- Carta Vieja Chardonnay
- Beringer White Zinfandel
- Forest Glen Chardonnay
- Cavat Pinot Grigio
- Melini Chianti Classico Issasi

\$4.50 Glass

- McPherson Shiraz / Cabernet
 - Lindeman's "Bin 65" Chardonnay
 - Forest Glen "Forest Fire" White Merlot
 - Domaine St. George Cabernet
 - Rosemount "Diamond" Shiraz
 - Standing Stone Dry Riesling
 - Standing Stone Semi Dry Riesling
- 
- 



Sparkling Wine & Champagne

Not just for celebration, sparkling wines will complement any food.

Listed below beginning with the lightest, off dry to the fuller bodied true champagne

100	Mondoro Asti	Italy	\$21.00
102	Riunite Asti	Italy	16.00
103	Great Western Extra Dry	New York	19.00
104	Domaine St. Michelle Brut	Washington State	24.00
105	Korbel Brut	California	16.00
106	Piper Sonoma Brut	California	20.00
107	Mumm De Cremenent	France	85.00
108	Pol Roger N.V. Brut	Champagne	55.00
109	Moet & Chandon Brut Rose	France	29.00
110	Dom Perignon	Champagne	170.00
111	Veuve Clicquot "Gold Label" Brut	Champagne	68.00
112	Veuve Clicquot Brut	Champagne	1/2 bottle 27.00

Light Bodied, Off Dry, Fruity White & Blush

119	Forest Glen "Forest Fire" White Merlot	California	\$16.00
123	Standing Stone Johannisberg Riesling 1998 (Semi-Dry)	Finger Lakes, NY	18.00
124	Ironwood White Shiraz 1998	Australia	15.00
125	Covey Run Johannisberg Riesling 1998	Washington State	18.00
126	Dr. Konstantin Frank Gewurztraminer 1999	Finger Lakes, NY	23.00
128	Dr. Konstantin Frank Dry Riesling 1999	Finger Lakes, NY	18.00
130	Standing Stone Dry Riesling 1999	Finger Lakes, NY	18.00





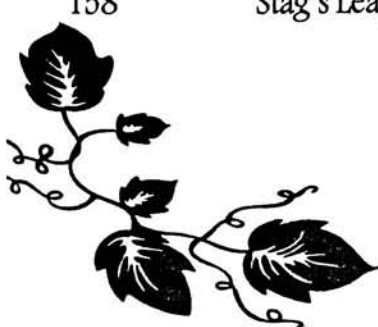
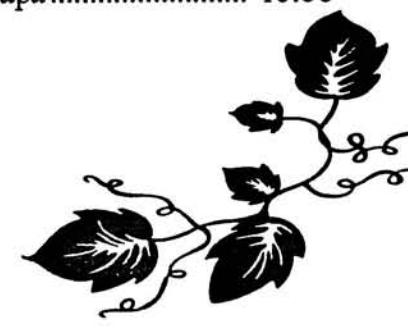
Medium Bodied, Dry Whites



131	Cavit Pinot Grigio 2000	Italy	\$16.00
134	McPherson Semillion / Chardonnay 1999	Australia	21.00
135	Forest Glen Chardonnay 1999	California	17.00
136	Penfolds Koonunga Hill Chardonnay 1999	Australia	21.00
137	Hugel Riesling 1998	Alsace	24.00
138	Forest Glen Chardonnay 1998	California	16.00
140	Concho y Toro Xplorador Chardonnay 2000	Chile	17.00
142	Glass Mountain Chardonnay 1998	California	18.00

Full Bodied, Very Dry Whites

143	Pascale Jolivet Sancerre 1998	France	24.00
144	Moreau and Fils Chablis 1999	Chablis	21.00
145	Domaine de Bienville Chablis 1997	France	31.00
146	Rodney Strong "Charlotte's Home" Sauvignon Blanc 1999 ..	California	16.00
147	Sonoma Loeb Chardonnay 1998	Sonoma	29.00
149	Moreau Chablis "Premiere Cru" 1996	France	39.00
151	Trapiche "Oak Cask" Chardonnay 1997	Argentina	18.00
152	Lindeman's Padthaway Chardonnay	Australia	32.00
153	Clos du Bois "Barrel Fermented" Chardonnay 1999	Sonoma	23.00
154	Louis Jadot Pouilly Fuisse 1999	Burgundy	28.00
155	Burgess Chardonnay 1998	Napa	23.00
156	Meridian "Edna Valley" Coastal Reserve Chardonnay 1996 ...	California	24.00
157	Beringer Chardonnay 1998	Napa	24.00
158	Stag's Leap Wine Cellars Chardonnay 1998	Napa	40.00

Medium Bodied, Dry Reds

161	Georges Duboeuf Beaujolais Village 1999	Beaujolais	19.00
162	Danzante Merlot 1999	Italy	26.00
163	Jacobs Creek Cabernet 1998	Australia	17.00
164	Forest Glen Merlot 1999	California	16.00
166	Georges Duboeuf Cote du Rhone 2000	Rhone	16.00
167	Seven Peaks Merlot 1997	California	21.00
168	Michel Picard Cote du Rhone 1999	Rhone	17.00
169	Domaine St. George Cabernet 1998	California	14.00
170	Christian Moix Merlot 1998	Bordeaux	16.00
171	Robert Mondavi Coastal Cabernet 1998	California	19.00
172	Michel Picard Syrah 1998	Rhone	15.00
173	Jacobs Creek Shiraz 1998	Australia	16.00
174	Concho y Toro Xplorador Merlot 2000	Chile	17.00
175	Rosemount "Diamond Label" Shiraz 2000	Australia	19.00
176	Terrazas Malbec 1999	Argentina	18.00
177	Beringer "Founders Estate" Cabernet 1998	California	19.00
178	McPherson Shiraz / Cabernet 1998	Australia	19.00

Full Bodied, Very Dry Reds with Heavy Tannins

181	Kenwood Zinfandel 1998	Sonoma	21.00
182	Byron Pinot Noir 1998	Santa Maria Valley ..	19.00
183	Concho y Toro Xplorador Cabernet Sauvignon 1999	Casablanca Valley, Chile	17.00
184	Rodney Strong "Russian River" Pinot Noir 1998	California	24.00
185	Palmer Cabernet Franc 1997	Long Island	27.00
186	J. Lohr "Seven Oaks" Cabernet 1998	California	23.00
187	Saintsbury "Carneros" Pinot Noir 1998	California	30.00
188	Columbia Crest Reserve Pinot Noir 1997	Washington State	31.00
189	Standing Stone Cabernet Franc 1998	Finger Lakes, NY	23.00
190	Pratale Chianti Classico 1997	Italy	29.00
191	Dunnewood "Dry Silk" Reserve Cabernet Sauvignon	Napa	40.00
192	Ponzi Reserve Pinot Noir 1997	Oregon	29.00
193	Clos du Bois Merlot 1999	Sonoma	23.00
194	Black Opal Shiraz 1998	Australia	21.00
195	St. Francis "Old Vine" Zinfandel 1998	California	23.00
196	Barone Philippe St. Emillion 1998	Bordeaux	30.00
197	Villa Antinori Chianti Classico Riserva 1997	Tuscany	32.00
198	Ruffino "Riserva Ducale" Chianti Classico 1997	Italy	31.00
199	Nozzole Chianti Classico Riserva 1995	Italy	23.00
200	Penfolds Bin 407 Cabernet Sauvignon 1997	Australia	31.00
201	Chateau St. Jean Merlot 1997	Sonoma	35.00
202	Villa Antinori Brunello Di Montalcino 1995	Italy	35.00
203	Sterling Merlot 1998	Napa	38.00
204	Valley of the Moon "Cuvee' de La Luna" Merlot 1998	California	40.00
205	Sebastiani Sonoma Co. Merlot 1996	Sonoma	29.00



Cellar Selections



White

501	Beringer Private Reserve Chardonnay 1998	Napa	\$56.00
504	Sonoma Loeb Private Reserve Chardonnay 1998	Sonoma	48.00

Red

507	Paul Jaboulet Chateau neuf de Pape "Las Cedres" 1997	France	59.00
508	Estancia Red Meritage 1997	Alexander Valley	49.00
509	Stags Leap Wine Cellars Cabernet 1996	Napa	56.00
510	Beringer Bancroft Ranch Merlot 1997	Howel Mountain	95.00
511	Tresor Ferrari Carano Reserve 1996	Sonoma	78.00
513	Quintessa (Bordeaux Style) 1997	Napa	130.00
515	Eileen Hardy Shiraz 1996	Australia	75.00
517	Stags Leap Wine Cellars Cabernet S.L.V. 1997	Napa	120.00
519	Stags Leap Wine Cellars Cabernet Fay 1997	Napa	120.00

Dessert Wines

	<u>Glass</u>
Cockburns Fine Ruby Port	\$4.00
Cockburns Fine Tawny Port	4.00
Decco "Chocolate" Port	4.00
Penfolds Grandfather Port "20 Yr. Old"	8.00
Harvey's Bristol Cream Sherry	4.00
Goosewatch "Finale" White Port	6.00
Cockburns 1997 Vintage Port	12.00
Cave Springs Ice Wine	16.00

